

Management Council Awardees

Award Category: Civil Military Integration

For the Management Councils who have been most successful in utilizing SPI as a tool toward achieving civil military integration as evidenced by significant changes to cost, schedule, technical performance, or other benefits.

The Management Council at Lockheed Aeronautics, Ft Worth, TX

This Management Council utilizes SPI to implement Civil Military Integration. Two SPIs significantly furthered commercialization and the creation of an integrated digital environment. Performance Based Technical Data Packages (TDP) and Electronic TDP Indexing and Formatting create an environment allowing for introduction of commercial practices for TDPs and submittal and storage of data electronically, thereby reducing acquisition costs for the company, suppliers and government. Savings and avoidance exceeding \$11M is expected. An additional \$2M savings and avoidance resulted from the Electromagnetic Environmental Effects SPI which uses a performance based approach to establish system requirements for electromagnetic interference and bonding.

The Management Council at Northrop Grumman Air Combat Systems, El Segundo, CA

Northrop Grumman's Air Combat Systems Joint Management Council has processed 37 SPIs, approving 23. Approvals resulted in an estimated \$13.1 million annual cost savings/avoidance, contributing to a 13% reduction in the unit cost of the F/A-18 C/D and continued savings for the F/A-18 E/F. SPI is a primary Acquisition Reform (AR) enabler; however, the Council has gone "beyond SPI" to embrace Lean and Knowledge Management as complementary tools to achieve CMI. These tools/enablers returned \$15M to the B-2 program. The AR/CMI Charter and Annual Operating Plan continues to ensure a "Commitment to Managed Innovation."

Award Category: Supplier Mentoring

For the Management Councils most successful at clearing barriers and providing incentives for suppliers, or facilitating increased supplier participation in SPI and other acquisition reform initiative.

The Management Councils of Boeing Enterprise-wide, Seattle, WA

The Management Councils supporting the Boeing Company are recognized for their teamwork with Boeing and support in the area of SPI Supplier Mentoring. The Boeing Company has developed a very successful enterprise-wide process for the receipt and disposition of supplier submitted SPIs. Key to this process is the single-point-of-contact for suppliers. This allows for a simplification and streamlining of the supplier interface with Boeing. It also allows for a concurrent review by the Government and Boeing, thereby shortening the review cycle at Boeing once Government approval notification is provided by the supplier.

**The Corporate Management Council of the Lockheed Martin Corporation,
Bethesda, MD**

The Corporate Management Council of Lockheed Martin significantly enhanced supplier mentoring by authorizing the implementation of the Supplier SPI. Lockheed Martin uses the structured approach of its LM21 Best Practices program to increase numbers of supplier SPIs submitted, standardize the submittal format, and establish the Supplier SPI Review process. The implementation has realized savings over \$33 million and approved supplier SPIs for additional savings of \$60 million to be realized over the next eight years. Lockheed Martin works with Aerospace Industry Association to implement the Supplier SPI across the industry.

Award Category: Acquisition Pollution Prevention

For the Management Council at the forefront of finding testable alternatives to processes that use hazardous material.

The Management Council of the Raytheon Company, Arlington, VA

Raytheon Systems Company's Customer Council covers in excess of 60 plants organized into five business segments. This senior level council coordinates the activities of the five Segment Councils, which report directly to it. It functions as the forum for discussing and encouraging Acquisition Reform initiatives throughout Raytheon. One of the efforts it undertook was the development of an acceptable test protocol for determining the suitability of replacement primers and topcoats. While these efforts allowed the company to significantly increase efficiency on DoD contracts, the Primers and Topcoats SPI has placed Raytheon Company in a position to effectively develop and implement pollution prevention alternatives in the field of paints and coatings.